

APPENDIX 2: Corporate Risk Register 2022/23 Quarter 2

IMPACT	High	<p>Failure to develop the 1 Peak District Nature Recovery Plan with partners which works with and complements Local Nature Recovery Strategies. (ref. 20/21D updated start of year 22/23)</p> <p>Potential impact on National Park purposes from a number of individual network improvements along the A57/A628 corridors (ref. 21/22D updated start of year 22/23)</p> <p>Failure of continued farmer and land manager engagement with the Farming in Protected Landscapes (FiPL) programme and failure to demonstrate that local flexibility under a national framework improves delivery of local priorities. (ref. 21/22F updated start of year 22/23)</p> <p>Sustained impact of the coronavirus pandemic on the health and wellbeing of staff (ref: 22/23B)</p> <p>Following notification of a flat cash settlement for the National Park Grant for years 2022/23, 2023/24 and 2024/25, the Medium Term Financial Plan shows that the current budgets are unsustainable, therefore there is a risk to the Authority of not making the necessary cost reduction to balance the 2023/24 budget and beyond to 2025/26 (ref: 22/23D).</p> <p>Post Covid economy and labour market (such as increase in NICs, inflation and cost of fuel/energy, employee mobility driving higher wages) impacts on PDNPA ability to attract and retain staff (ref: 22/23A)</p>	<p>Area of National Park land safeguarded in Environmental Land Management (ELM) schemes does not increase due to continuing uncertainty leading to potential environmental loss particularly grassland habitats. (ref. 20/21B updated start of year 22/23)</p> <p>Reduced core funding for MFFP (£55k deficit) leading to insufficient funding for core team and loss of key personnel, impacting delivery of elements of the Corporate Strategy and National Park Management Plan (ref. 21/22C)</p> <p>NEW RISK: Failure to manage ash dieback on our assets due to a lack of sufficient funding and staff resource (ref: 22/23E).</p> <p>Not achieving the national performance standards for determining planning applications in a timely manner (ref: 22/23C)</p>	
	Medium	<p>Four Principal financial risks within the Moorlife 2020 European funded project: exchange rate movements; the sterling ceiling set for the total project budget; the contractual treatment of partner contributions; and the possibility of expenditure being found ineligible (ref. 20/21A)</p> <p>Implications of the Landscapes Review 2019 (ref. 21/22A)</p>		
	Low			
		Low	Medium	High
LIKELIHOOD				

Corporate Risk Register 2022/23

Risk Rating Legend

Impact	High	AMBER (closely monitor)	AMBER (manage and monitor)	RED (significant focus and attention)
	Med	GREEN (accept but monitor)	AMBER (management effort worthwhile)	AMBER (manage and monitor)
	Low	GREEN (accept)	GREEN (accept/review periodically)	GREEN (accept but monitor)
		Low	Med	High

Likelihood

Outcome: A sustainable landscape that is conserved and enhanced Lead officer: JW (Chief Finance Officer)												
Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)					Timeframe of mitigating actions	How monitor/ indicator	Quarterly update	
					Start	Q1	Q2	Q3				Q4
Four Principal financial risks within the Moorlife 2020 European funded project: exchange rate movements; the sterling ceiling set for the total project budget; the contractual treatment of partner contributions; and the possibility of expenditure being found ineligible (ref. 20/21A)	Capping Sterling budget	High x High Red	Consider hedging transaction Project has claimed 70% of Euro funding, and interest rates more favourable; therefore, exchange rate risk has fallen Reserve of £500k to mitigate impacts of ineligible expenditure. Continuous monitoring of budget	Impact	Medium	Medium	Medium			Periodic assessment	Chief Finance Officer Budget monitoring group Programme and Resources Committee or Authority	No change, final claim due December 2022.
				Likelihood	Medium	Medium	Medium					
				Rating	Amber	Amber	Amber					

Corporate Risk Register 2022/23

Outcome: A sustainable landscape that is conserved and enhanced Lead officer: SLF (Head of Landscape)											
Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)					Timeframe of mitigating actions	How monitor/ indicator	Quarterly update
				Start	Q1	Q2	Q3	Q4			
Area of NP land safeguarded in Environmental Land Management (ELM) schemes does not increase due to continuing uncertainty (on-going implications of Brexit and Covid-19; new ELM scheme details including payment levels not being clear) leading to potential environmental loss particularly grassland habitats. . (ref. 20/21B updated start of year 22/23)	National influencing for post Brexit agri-environmental policies and support systems including further improvements to the existing Countryside Stewardship (CS) scheme and the design and payment levels of the new ELM schemes. Continuing to deliver NPE's Environmental Land Management Delivery Plan for National Parks. Local communications across the farming & land management industry Agri-environment & Environmental Land Management (ELM) scheme promotion and support for farmers & land managers through the 44 Protected Landscape organisations. Input to the NPMP review. Support farmers & land managers to access the existing CS scheme, Farming in Protected Landscapes (FiPL) and to participate/ learn about the national ELM pilots and roll out (Sustainable Farm Incentive, Local Nature Recovery & Landscape Recovery).	High x High RED	Influencing role through PDNPA links and NPE's Future of Farming, national stakeholder meetings. Increase promotion of the service, working with agencies e.g. NFU, CLA, NE, EA, FC, Protected Landscape organisations Increase promotion of the opportunities for increased public good delivery. Promoting the results of the White Peak Defra ELM test and trial and the practical field trials	Impact	High	High	High			On-going Quarterly reporting Influencing through national stakeholder groups has continued, in particular Defra's External Working Group, Agri-Environment Stakeholder Working Group and the Industry Partnership Group. A range of ELMs workshops have been attended e.g. ELM advice and guidance. Promotion of the national schemes has continued through the Authority's farm advisers and through the FiPL programme. A national Year 1 FiPL outputs leaflet has been produced with an additional local Peak District case studies version. These have been shared with all local MPs. The results of the Peak District ELM test have been shared with Defra and other stakeholders. There is increasing uncertainty around what the three ELM schemes will look like and the level of funding that will be available due to the current economic issues (UK and world) and the Government's recent announcement of a review of the ELM approach and the increased focus on economic growth, food production and food security.	
				Likelihood	High	High	High				
				Rating	Red	Red	Red				

Outcome: A sustainable landscape that is conserved and enhanced Lead officer: SLF (Head of Landscape)											
Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)					Timeframe of mitigating actions	How monitor/ indicator	Quarterly update
				Start	Q1	Q2	Q3	Q4			

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<p>Failure to develop the 1 Peak District Nature Recovery Plan with partners which works with and complements Local Nature Recovery Strategies. (ref. 20/21D updated start of year 22/23)</p>	<p>Development of one Peak District Nature Recovery Plan building on the existing Nature Recovery Prospectus produced as one of a suite of ten prospectuses for each of the ten English National Parks.</p> <p>Continuing to deliver NPE's Environmental Land Management and Wildlife Delivery Plans for National Parks.</p> <p>Input to the NPMP review.</p> <p>Provision of farmer and land manager support through the Authority's farm advice service, Moors for the Future and the Farming in Protected Landscapes Programmes and the legacy of the South West Peak Landscape Partnership Programme.</p> <p>Encouraging creation of new native woodlands, wood and scrub pasture and trees in the landscape with species not vulnerable to diseases like ash die-back.</p> <p>Dark Peak and South West Peak moorland focus on birds of prey through the Birds of Prey initiative</p> <p>Breeding birds surveys.</p> <p>Engagement with moorland owners through the Moorland Liaison Group.</p> <p>Engagement with Police and Crime Commissioner.</p>	<p>High x Medium</p> <p>Amber</p>	<p>Promoting the results of the White Peak Defra ELM test and trial and the practical field trials.</p> <p>Further develop and (if funding is obtained) expansion of the White Peak practical field trials, engaging with farmers and land managers to address biodiversity loss in the farmed productive landscape.</p> <p>Promotion of the Wooded Landscapes Plan.</p>	<p>Impact</p>	<p>High</p>	<p>High</p>	<p>High</p>			<p>On-going</p>	<p>Quarterly reporting.</p>	<p>The One Nature Recovery Plan Steering Group has met each quarter to develop the plan. Additional meetings have also been held with the Local Authorities to explore how the plan might work with and complement the Local Nature Recovery Strategies for which Counties and Unitary Authorities are likely to be responsible bodies.</p> <p>An initial draft plan format has been shared with the Steering Group for consideration of the structure, headings, introduction, descriptions, target setting and delivery.</p> <p>A partnership approach to the use of existing habitat data has been agreed. Opportunity mapping combined with the Lawton principles of bigger, better and more joined up for grassland habitats has been shared with and agreed by partners. This draft will be shared and developed with farmers, land managers and owners at a Land Managers Forum and other meetings in quarters 3 and 4.</p> <p>The review of the NPMP continues to be supported.</p> <p>The farm advice service and FiPL have continued to support farmers and land managers.</p> <p>Promotion of the results of the White Peak Defra ELM test and trial and the practical field trials has continued.</p> <p>Further developments of the practical trials have been delivered through FiPL projects e.g. herbal leys, wood pasture and in-field trees projects.</p> <p>The 2022 Chatsworth Moorland Liaison Meeting was successfully held in quarter 2 with the priorities for action confirmed as further developing a strategic approach to the prevention and mitigation of moorland wildfire.</p> <p>The Authority also supported the delivery of a private sector led Uplands Workshop chaired by the Minister Lord Benyon and attended by the Chair of the Authority.</p>
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<p>Outcome: A sustainable landscape that is conserved and enhanced</p> <p>Lead officer: BJT (Head of Planning)</p>											
Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)					Timeframe of mitigating actions	How monitor/ indicator	Quarterly update
				Start	Q1	Q2	Q3	Q4			

Corporate Risk Register 2022/23

Potential impact on National Park purposes from a number of individual network improvements along the A57/A628 corridors (ref. 21/22D updated start of year 2022/23)	Objection formalised by Authority Good communication with National Highways and supportive partners in Friends of the Peak District and DCC Strong inputs to Inquiry into A57 Link Roads scheme	Medium x High Amber	Use submitted comment on Development Consent Order (DCO) to provide strong input to Public Inquiry Review Statement of Common Ground with National Highways Seek support from partners	Impact	High	High	High			Q1 Input to Public Inquiry Maintain dialogue with National Highways and seek to re-establish relationship and dialogue with Transport for the North re national thinking on east-west connectivity between city regions and across the National Park	Quarterly updates on DCO and Inquiry position	Officers attended the public Inquiry into the A57 link roads scheme during April. Key concerns regarding the potential for traffic growth were highlighted, with the associated impact of additional vehicles on the special qualities along the Snake Pass route and the detriment to visitors' enjoyment of the area. Officers are awaiting the report from the Planning Inspectorate. The risk remains in terms of future further proposed network improvements, so the rating remains as at amber.
				Likelihood	Medium	Medium	Medium					
				Rating	Amber	Amber	Amber					

Outcome: A sustainable landscape that is conserved and enhanced

Lead officer: CD (Head of Moors for the Future Partnership)

Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	How monitor/ indicator	Quarterly update
					Start	Q1	Q2	Q3	Q4			
Reduced core funding for MFFP (£55k deficit) leading to insufficient funding for core team and loss of key personnel, impacting delivery of elements of the Corporate Strategy and National Park Management Plan (ref. 21/22C)	Partial funding of the core team. Core contributions secured via projects where possible Reduce hours / redundancy of core team	High x High Red	High level advocacy by PDNPA Management Team with Partners Identify funding opportunities that support the partnership infrastructure with bidding, supported as appropriate. Financial contingency in place for redundancy Monitoring of core income with Chief Finance Officer through MFFP Programme Tracker	Impact	High	High	High			Across 2022/23	Tracker monitored by RMM monthly Core budget monitored monthly and reported to the CFO quarterly	Ongoing, continues to be monitored through the MFFP Programme Tracker.
Likelihood	High	High	High									
Rating	Red	Red	Red									

Outcome: A sustainable landscape that is conserved and enhanced

Lead officer: SLF (Head of Landscape)

Risk Description	Existing controls	Risk rating before	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)	Timeframe of mitigating actions	How monitor/ indicator	Quarterly update
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		mitigation L x I			Start	Q1	Q2	Q3	Q4			
Failure of continued farmer and land manager engagement with the Farming in Protected Landscapes (FiPL) programme and failure to demonstrate that local flexibility under a national framework improves delivery of local priorities. (ref. 21/22F updated start of year 22/23)	Continuing to deliver NPE's Environmental Land Management Delivery Plan for National Parks. Continuing involvement in the Defra FiPL Core Working Group. Continue to promote FiPL and opportunities for farmers and land managers to access support and funding for projects which deliver FiPL climate, nature, people and place outcomes and NPMP priorities. Authority farm advisers continuing to support the delivery of FiPL.	High x Medium Amber	Focus on multi outcome projects that offer value for money, are deliverable and sustainable. Identify the wider outputs of engagement with FiPL e.g. farmers and land managers developing their ambition for public good delivery on their holding.	Impact	High	High	High			On-going to 31 March 2024 Uptake and outputs/ outcomes from FiPL funded projects	Quarterly reporting	Delivery of NPE's Environmental Land Management Delivery Plan for National Parks has continued The Authority has continued to be represented on the FiPL Core Working Group. Delivery of FiPL has continued through the FiPL team with support from the farm advisers. Around £1 million of the £1.1 million project fund for 2022/23 has been allocated. Completion of projects will be closely monitored to ensure that they are completed by 31 March 2023. In addition, there will be an over commitment of allocation of funding, to help ensure that the full project fund allocation is spent. The level of farmer engagement remains healthy but active promotion is now more limited as we do not wish to raise expectations that cannot be met.
				Likelihood	Medium	Medium	Medium					
				Rating	Amber	Amber	Amber					

Outcome: All outcomes Lead officer: PM (Chief Exec)												
Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	How monitor/ indicator	Quarterly update
					Start	Q1	Q2	Q3	Q4			
Implications of the Landscapes Review 2019. Need to swiftly understand the implications on, and appropriately respond to, any funding, and policy and governance framework proposals. A risk the government response fails to help amplify our positive impact both locally and nationally. Alongside a risk that legislation in the form of the	Working collectively with other English NPs on progressing the NPE road map in response to the Landscapes Review report	Medium x High	10 English NPAs have agreed the collective focus for our road map as: national parks to be leading nature recovery; shaping the future of farming; being national parks for everyone; and being leaders in tackling the climate change emergency As well as collectively engaging with Defra to secure certainty on future national park grant and identifying key principles for how any possible new National landscapes Service can act in the best service of national parks	Impact	Medium	Medium	Medium			Ongoing across 2022/23	Budget report for national park grant Success of the NPE delivery plans in gaining traction with Defra and other Government departments and partners A governance and policy framework that helps amplify our local and collective	Flat cash 3 year National Park Grant settlement. Ministerial/Defra Official visits. NPE bulletin, compendium & FiPL compendium with Authority case studies circulated to local MP's & partners to raise awareness of National Park work-3year FiPL project. APPG on Nature Recovery and Natural England £40K to support a Strategic Programme Manager. Potential capital access funding. Landscapes for Everyone-potential Generation Green 2 bid of £1.8m for 3 years & 20% uplift to cover enabling costs. Climate Change - £25K from Natural England to fund carbon baselining work - full coverage across all National Park Authorities.
Likelihood	Medium	Medium	Medium									

Corporate Risk Register 2022/23

Sustained impact of the coronavirus pandemic on the health and wellbeing of staff (ref: 22/23 B)	<ul style="list-style-type: none"> Absence Management Policy Regular meetings with manager OHU referrals Derwent Rural Counselling referrals Emotional resilience 1-2-1 coaching Blended working principles 	MxH	<p>Health and Wellbeing initiatives from IIP H&W action plan</p> <p>Move to 60% contracted hours in the workplace</p> <ul style="list-style-type: none"> More social contact Better line management support <p>People Live sickness reporting 'go live'</p> <p>Covid-related sickness included in triggers</p>	Impact	High	High	High			Move from 40% to 60% on 16 May.	IIP H&W report and recommendations by end of May	Monthly monitoring of sickness absence as part of payroll instructions.	Authority 6 monthly performance reporting	<p>Guidance to staff in line with government guidance is that individuals with any cold or flu symptoms should stay at home and avoid contact with other people until their symptoms have gone.</p> <p>In August, employees (for those who can work from home) returned to 40% of contracted hours in the workplace.</p> <p>Covid is the top reason for hours lost due to sickness, and top reason for number of sickness occurrences.</p> <p>Sickness levels in quarter 1 and quarter 2 combined is 3.49 days lost per full time equivalent. Target is for 6 days per fte.</p> <p>Therefore, the risk hasn't changed and this remains a corporate risk.</p>
				Likelihood	Medium	Medium	Medium							
				Rating	Amber	Amber	Amber							

Outcome: All outcomes													
Lead officer: BJT (Head of Planning)													
Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	How monitor/ indicator	Quarterly update	
					Start	Q1	Q2	Q3	Q4				
Not achieving the national performance standards for determining planning applications in a timely manner (ref: 22/23C)	<p>Supporting staff</p> <p>Recruiting to key vacant posts</p> <p>Commissioned two consultants to progress planning applications</p> <p>Allocating cases appropriately across the team</p>	HxH	<p>Continuing to support staff</p> <p>Business Change process</p> <p>Recruit to key vacant posts</p> <p>Ensure specialists allocate and respond to consultations in a timely manner</p>	Impact	High	High	High			Across financial year to 31 March 2023: - Support to staff - Specialist responses	Business Change Project Board Quarterly Government returns	<p>Current performance data reveals that the Authority is now at risk of special measures. The number of applications determined in a timely manner is now at average of 60% over last 2 years, below the national standard of 70%. The last 2 quarters show this figure to be nearer to 50%.</p> <p>The Head of Planning has been approached by the Planning Advisory Service to discuss support measures.</p>	
Likelihood	Medium	High	High										

Corporate Risk Register 2022/23

	Dealing with cases on ability to progress rather than date order		Resource outside the service to put up site notices Quicker determination on refusals Redirect Planning Policy Team to planning applications for temporary period Commission third consultancy to progress planning applications <i>New mitigating action:</i> Potential for further support from Planning Advisory Service (free government funded support package for under performing Planning Authorities)	Rating	Amber	Red	Red			- Site notice resource - Quicker determination - Planning Policy Team resources - Consultancy resource Business Change process to November 2022 Planning Advisory Service from October 2022	Reports to Planning Committee HR data and monitoring on staff turnover, recruitment and absence.	Despite ongoing attempts to recruit and retain staff, there are significant numbers of vacant posts in the Service. HR maintain ongoing and direct support to Head of Planning with various initiatives to find flexibility and incentives for new personnel to join the Authority and stay on the basis of career progression and development. Business Change process now reached the report drafting and process mapping stage. The final report will enable us to undertake a service structure review and put measures in place to ensure the Service is as efficient as possible to improve the performance data.
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Outcome: All outcomes Lead officer: JW (Chief Finance Officer)												
Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	How monitor/ indicator	Quarterly update
					Start	Q1	Q2	Q3	Q4			
Not achieving the required cost reduction savings required to balance the revenue budgets for 2023/24 to 2025/26 as per the Medium Term Financial Plan (MTFP) (ref: 22/23D).	Balanced budget set for 2022/23. Savings made for the 2021/22 budget allowed for time to make strategic decisions.	HxH	Having an up to date MTFP. Cost reduction strategy agreed by RMM. MTFP standing item on RMM and Management Team. Timetable for Management Team to adhere to for making the necessary budget savings.	Impact High Likelihood Medium Rating Amber Amber Amber	High Medium Amber	High Medium Amber	High Medium Amber	High Medium Amber	High Medium Amber	By December 2022 for the setting of the 2022/23 budget in February 2023	Monthly updates at RMM and Management Team Production of budget report for Members for February 2023 Authority meeting.	Final pay award proposal from joint employers greater than allowed for in the 2022/23 budget and Medium Term Financial Plan (MTFP) going forward. Average of 6.8% for 2022/23 against an assumption of 2% in the 2022/23 budget. The MTFP is being reviewed by RMM and Management Team monthly. Management Team are taking steps to review services to plan for a strategic cost reduction programme for 2023/24 onwards ensure that the budget balances. Members workshops in September, October and November.

Outcome: A sustainable landscape that is conserved and enhanced Lead officer: MF (Head of Assets)											
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Corporate Risk Register 2022/23

Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)					Timeframe of mitigating actions	How monitor/ indicator	Quarterly update
				Start	Q1	Q2	Q3	Q4			
Failure to manage ash dieback on our assets due to a lack of sufficient funding and staff resource (ref: 22/23E).	<p>Previous reports to management team outlining the risk and options to address.</p> <p>Significant work undertaken to assess scale of risk and gather information regarding likely costs.</p> <p>Prioritisation of urgent work and planning for works to commence in quarters 3/4 of 2022/23</p>	<p>High x High</p> <p>Red</p>	<p>Plan for addressing high priority roadside woodlands and trails and how this can be funded to be reported to Management Team November 22.</p> <p>Strategy for funding the work required in woodlands in development.</p> <p>Allocation of funds for urgent woodland (Taddington) and Trails works completed October 22.</p> <p>Further mitigating actions to be agreed following management team consideration.</p>	Impact	Added at quarter 2	Added at quarter 2	High		Nov 22	Report to Management Team considered and further actions agreed.	This is a new risk at quarter 2.
				Likelihood			High				
				Rating			Red				
									Nov/Dec 22	Decision of whether ADB works are capital made before end December 22	
									October 22	Funds allocated and contracts awarded by end October 22.	